



**ERSTE Foundation**  
NGO Academy

**WU**  
WIRTSCHAFTS  
UNIVERSITÄT  
WIEN VIENNA  
UNIVERSITY OF  
ECONOMICS  
AND BUSINESS



**Social Innovation and  
Management Programme 2014**  
Course Projects





# ERSTE Foundation

## NGO Academy

The ERSTE Foundation NGO Academy was founded in 2013 to help strengthen the social sector in Central and South-Eastern Europe. It offers a range of high-quality capacity building programmes, which aim at training executive managers and members of NGOs. By doing so, it supports the organisations themselves and indirectly also their stakeholders by transferring knowledge, imparting skills and helping them build up networks.

The Social Innovation and Management Programme combines practice-oriented training with a solid base of expert knowledge. The customised, three-week programme, which is held in English, provides participants with the opportunity to acquire the knowledge and skills required to manage their organisations and to use expert input to work on specific challenges relating to their organisations.

This booklet shall give an impression of the “Course Projects” developed by the participants during the Social Innovation and Management Programme 2014. The curricular element of the course project was one crucial feature in the programme design. It aimed at helping participants to develop skills and directly apply methods presented in the respective lectures to a real-life project. Hence, it explicitly contributed to the further development of their organisations.

Each participant was asked to develop an individual project. Its basic requirements were the connection to the participants’ job, his/her special interest in it, and its relevance for his/her organisation. The projects were expected to arise out of new or underdeveloped ideas and to tackle existing challenges such as the development of new products or services, the expansion into new markets, new business models or new internal processes.

In the course of Module I, the participants were exposed to topics in the field of innovation management and acquisition of resources. Initially they were asked to develop a project idea, create a project draft and discuss it with stakeholders such as colleagues, potential customers, and project partners until Module II. The outcomes were profoundly feedbacked by experts and peers in the beginning of the second Module. Subsequently, they gained knowledge on tools supporting project planning and implementation and enabling them to set up a planning document for their undertaking. This document was again feedbacked by experts and peers in Module III.

By presenting all executive summaries, this booklet provides an overview of these course projects. It therefore gives insights into the very heterogeneous challenges that non-profit organisations are currently facing in Central and South-Eastern Europe and potentially innovative approaches to tackle them.

Vienna, September 2014

The Team of the ERSTE Foundation NGO Academy





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### **Ognjen Andrić – Sisak City Gardens**

Green Gold – Society for Social Ecology

The inhabitants of Sisak are struggling with high rates of unemployment, migration and illness. We hope to propose a possibility to improve their quality of living through urban gardening - not as a solution in itself, but rather as a reminder and a pointer along the way towards restoring the values, we all share within the context of maintaining sustainable communities.



We see urban gardening as an opportunity to educate our citizens in sustainable living and as a way of stimulating community building. We believe that by involving our fellow citizens in urban gardening we can provide them with the opportunity to relax and to enjoy the outdoors with family, friends and neighbours. We want to enable them to produce organic food for their own needs, all within an environment of good will and intergenerational exchange. Our approach to urban gardening does not focus on the gardening itself as a goal, but rather sees it as an activity that can provide skills and networking, leading to a more sustainable lifestyle, shared as a common interest for the purpose of building a healthy community.

The project leading partner is the Green Gold - Society for Social Ecology, a grassroots organisation operating since 2009 in the Sisak-Moslavina County. The Society has an initial 5 year lease contract with a city giving us access to a 20,000 m<sup>2</sup> land that we are currently upgrading into the Sisak City Gardens. This is sufficient to host up to 80 garden plots of 100 m<sup>2</sup> each – enough to feed a family of four, while leaving the natural habitat intact and plenty of space for common areas which will include the greenhouse/classroom, plant nursery, orchard, herb garden, composting plot, children's playground, public park, etc.



### **Viviana Anghel – The Local Democracy Barometer**

asociata pro democratia



Drawing on the fact that the overall quality of a society is largely a function of democracy, the project that I propose has the objective of assessing the level of democracy at a local level in Romania. Representing the locus of democracy, local communities do not evolve in an integrated manner inside the usual unit of measurement of democracy that is the national state.

Based on this rationale we believe that major differences can be identified across the various regions of Romania in terms of democratic and institutional development. The degree of democracy in Romania is not uniform, but varies from one county to another. Therefore, in order to increase the chances of success of future initiatives, the level of local democracy has to be mapped and the areas with democratic and institutional deficits identified. We propose to undertake this effort by measuring local democracy against a scorecard composed of seven composite dimensions (political participation, operation of local public institutions in favour of citizens' interest, decentralization, civil society, freedom of the press, political culture, equality, equity and non-discrimination).

The project aims at increasing the level of local democracy by developing a system for objective evaluation of the quality of local democracy in Romania. In a next step, the level of democracy and the specific problems for each county will be assessed. The more, the level of responsibility of local authorities in terms of democratic and institutional deficits at their county level will be increased. Finally, follow-up activities are going to increase citizens' force to act relative to the quality of local democracy.



### **Muhamet Arifi – Water is Life**

#### **Balkan Sunflowers Kosova**

Balkan Sunflowers Kosova (BSFK) began working with Kosovo's Roma, Ashkali and Egyptian communities soon after the end of the 1999 Kosovo War. Today, BSFK activities include education support programmes for children and youth from marginalised communities, environmental awareness, media, research, advocacy and grassroots community development.



Approximately 500 children attend Balkan Sunflowers Kosova (BSFK) learning centres in different towns. In each centre, we have preschool programmes. Children come before or after school and attend language and homework help programmes. We provide women literacy programmes as well. Parenting programmes are organised on a monthly bases as well. These programmes are very important since there is a low level of integration of Roma, Ashkali and Egyptian communities in education and the high dropout rate depends on a complex variety of factors. Almost 98% of the Roma, Ashkali and Egyptian communities do not work. Parents cannot afford to offer their children good conditions that can motivate them to attend school. Children have inappropriate clothing to attend school. One of the important factors for children is food and water. Kosovo has been facing water problems for many years now. The tap water is of poor quality and there are many water shortcuts. Consequently, parents have to buy water for their children. However, many parents cannot afford that. BSFK cannot afford that either. Children come to our centres before or after school, and BSFK is affected by this problem as children are asking to drink water there.

Hence, our project is to open five wells in Balkan Sunflowers Kosova learning centres in five different towns in Kosovo. By doing so, drinking water for approximately 500 children attending educational programmes will be provided, hygiene will be improved and both parents and BSFK will save money (30 Euro/Cents per child per day), as they will not have to buy water for the children any more. Additionally, we want to raise awareness about water problems, organise workshops on the issue and reach out to local authorities, water agencies, and other stakeholders.



### **Anikó Bakonyi – The Refugee Law Reader**

Hungarian Helsinki Committee



In 2004, the Hungarian Helsinki Committee (HHC) came up with the idea of creating a web-based learning tool called “The Refugee Law Reader”, which provides a comprehensive online model curriculum for the study and implementation of the complex and rapidly evolving field of international asylum and refugee law. The Reader is aimed for the use of professors, lawyers, advocates, and students across a wide range of national jurisdictions. The Reader offers flexible course structures as well as access to the complete texts of up-to-date core legal materials, instruments, and academic commentary. The Reader is accessible at no cost in four languages (English, Russian, French, and Spanish) at [www.refugeelawreader.org](http://www.refugeelawreader.org).

The Reader is a ‘product’ managed by the HHC which needs to be sustained on a continuous basis. The editorial board of the Reader consists of well-known professors from all over the world who update the different language editions of the Reader on a regular basis. The website of the Reader has had over 100 000 visitors. The value of the Reader lies in its being up-to-date both in content and also in a technical sense. Most of the work happens through emails and Skype conversations, but once a year the editors need to meet to discuss the update of the next edition. This implies significant travel costs for a two-day meeting. The more, this product produces costs constantly, even if there are no visible activities such as a new edition (website related costs, user management related costs).

So far, the Reader has been funded as part of larger-scale projects but this has proven not to be sustainable. Because, even though, the HHC is proud manager of the Reader, it is rather difficult to fundraise for it. Therefore, the HHC’s intention has been to establish regional networks and share this rather academic task with an academic institution that sees its potential, can make use of it and is ready to contribute to it. This way the financial burden of sustaining this wonderful 4-language tool could be shared and local needs could be taken better into account. If the different language editions of the Reader become co-owned by different universities then a new ownership and operational structure have to be devised.



### **Anna Burtea – Communication and Fundraising**

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#### Fundatia Inima de Copil

Fundatia Inima de Copil is a non-profit organisation providing support to children and families in need and children and teenagers with disabilities. The organisation offers day centres and programmes to prevent school abandonment for about 200 children and rehabilitation and recuperation programmes and/or shelter for children and disabled youth for about 100 people.



Currently our organisation is facing a number of problems including ineffective communication of what we do. The more, local authorities do not care about social issues, are not interested to know and understand the results of our work and are not supportive. 50% of the organisation's funds are generated through projects, 25% come from grants by companies, 10% from individual donations and 15% from local authorities and income generating activities. The small amount of regular donations from individuals, represent another challenge. In Romania, a lack of trust, interest and cohesion prevents people from supporting social/ community programmes with regular small donations.

Thus, our project is to address these issues by improving our communication through concrete means such as hiring PR staff & volunteers, developing slogans, defining our brand, reviewing our website and using social media. The more, we would like to use our brand and the capital of trust gained by the organisation to determine a change in the behaviour, to increase the spirit of cohesion and to increase the number of people donating regularly to our programmes.



### Iveta Chovanková – Pentagon quality living initiative

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#### Odyseus

Drug users will make Pentagon a better place for living! Sounds impossible? We believe everyone is capable of making positive changes and 17 years of working with drug users and sex workers have not proven otherwise.

Pentagon is a local apartment building in Bratislava, Slovakia. There are over 1.600 people living there and about 300 injecting drug users who stay in the area. The living conditions of inhabitants of Pentagon are difficult because of poverty, exclusion, drug use, unemployment, debts, trash and vandalism. For years, police and active citizens have actively fought drug users in the area. These efforts have not changed anything for the better. Therefore, we want to try a radical shift in the approach...

Our project would actually *involve* the ones that are often shamed and blamed in the local community. We want to give people who use drugs an opportunity to show their skills and abilities that we already know they have. We would like them to have a chance to improve the quality of living for all inhabitants of Pentagon through systematic trash collections, regular safe disposal of tossed used needles and by making their representatives community workers who then keep an eye on public spaces. We believe that since they are part of the community, they should be part of the solution the community has been seeking for years.

Another issue is that Pentagon and its community are perceived in a very negative way, not just by the public but also by its members. Therefore, we would like to bring something positive to the place for building relationships and getting to know each other or even make the Pentagon community proud. We suggest that could happen by organising a regular picnic where people can share food they prepared or have a chance to prepare meals together. This could lead to sharing more positive messages about Pentagon via media, too.





### **Lilia Doibani – Microfranchise opportunities for an inclusive life**

ProAbility Moldova



There is evidence that entrepreneurship is one of the key factors for economic development and, hence, for lifting people out of poverty. It is therefore our project's goal to create viable opportunities for self-employment development, among people with disabilities from Moldova, by creating a social affair of producing and selling rabbit meat based on a micro- franchising model.

We decided to use such as model in order to address the following issues. Many people with disabilities are willing to become self-employed but they do not know what kind of activity to start-up. It is hard as an entrepreneur to penetrate the market. Since disabled entrepreneurs are a high-risk group for Moldavian banks, it is hard to get a credit.

A Micro-Franchising model will alleviate these issues because it provides easily replicable enterprise opportunities with proven operation concepts to help alleviate poverty, enhance individual economic self-reliance, and stimulate individual and communal economic development. The franchise relationship tends to insulate the entrepreneur from many of the shocks of the open market by providing a degree of stability, security and predictability that would be rarely achievable on their own.

The mission of the new Microfranchise Organisation (MFO) will be to encourage people with visual impairments to become self-employed by offering them a proven business model, trainings, access to financial resources and distribution channels. The activity of the business will be to raise and sell rabbits for meat. In the first year of activity, 15 micro franchisees will be involved with a total production capacity of 12,960 kg of rabbit meat per year. By becoming a micro-entrepreneur, people with disabilities will get the chance to increase their monthly incomes by about eight times.



### **Teia Gavrilescu – Renewing our governance structure**

#### Viitor Plus

Three associates, Teia, Dora and Mircea, founded our organisation, „Viitor Plus” in April 2006. We stated our identity and governance system in the legal statute of the NGO to our best knowledge at that time and in a general manner that would allow applicability for a long time. We never made any official changes in the past eight years even though, our association grew significantly. From just an idea, we now have about 30 employees, 30 volunteers, an annual budget of ~350.000 euro, 2 big ongoing programmes, 2 social enterprises and many other short-term / smaller projects.



Thus, the level of complexity grew in time and the need to have a better, clearer, more transparent and sustainable governance structure. More concrete, our governance model has a number of issues such as the continuous pressure to raise funds (no seed funding at the beginning or international support, lack of access to public funds, etc.). The more, we are consistently short of staff, which results in having the same people with different roles, mixing up the hierarchy structure. Additionally, the Board members did not have regular meetings for work and to consolidate the team (but only met in critical situations), which also had a negative impact on our harmony/efficiency. Finally, we lack regular external validation of our work (Board of advisors, peer review).

Hence, we want to address these issues by restructuring our organisation and propose the following changes. We want to open up the Board of directors for external people other than the founders. We therefore need to have people with a high level of commitment to the mission of our organisation. We need to reorganise the positions and people in order not to have the hierarchy mixed up. We ought to find funds or reorganise the activities to have all the positions in the organisational chart covered and reduce the workload of managers back to “normal” (this could mean cutting off some projects that are unsustainable). The more, we would like to separate the economic side (social enterprises) from the non-profit side. The economic side should then have a general manager (Teia) with different social enterprise managers reporting here and functional areas (human resources, communication etc.) embedded in each enterprise. The potential profit would be revenue for the other side of Viitor Plus. The non-profit side (the association) will have its own general manager (Dora) with long-term programme managers reporting here (as well as experts contracted for short-term projects) and with its own functional areas.



### Tereza Jurečková – Pragulic worldwide

#### Pragulic

Pragulic is a social enterprise that enables people to experience the world from a homeless perspective by offering tours guided by homeless people as well as 24-hours-experiences, teambuilding and educational programmes in Prague.

By doing so, we are creating unique placements for the homeless, engaging them in natural activities through which they can offer value to the society and thus regain meaning and dignity. We currently employ nine homeless people as tourist guides in the streets of Prague as we believe that no one knows this part of the city better than the people who spent most of their time there.



Currently, the number of organisations providing tours guided by homeless people is rising. When we started, a number of organisations, for example in London, Germany and Amsterdam, already existed and now more and more organisations are being founded either with our help (Croatia, Hungary, Slovenia, Austria, Belgium, etc.) or independently (Spain). We therefore want to take advantage of this trend and find a profitable business model for Pragulic to be able to scale its service, connect already existing organisations and become the leading organisation in the market. Together we can create a huge impact, assure a quality of service, and respond to the trend in sustainable and experience tourism industry.

In order to meet the needs of tourists, fight the dismal situation of the poor population worldwide and react to the new emerging market of homeless/street people tours we introduce our concept of Pragulic worldwide (working name) which includes:

- Umbrella organisation - support, information and know how exchange, funding opportunities, conferences and study visits, networking, legal help
- Booking server - common booking site for homeless tours and any other kind of sustainable tourism, targeting travellers who are seeking a different city experience, provides promotion and customers for particular services
- Pragulic in the box - social franchising or open source model that provides interested organisations/individuals with a guidebook on how to replicate homeless tours



### **Sergej Kára – cafe DOBRE&DOBRÉ (well&good)**

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Vagus

The project cafe DOBRE&DOBRÉ is a pro-social cafe in the downtown of Bratislava, which provides jobs for homeless people and is at the beginning of its implementation. Currently, we have the space for the cafe under construction and already fundraised almost 75 % of needed funds for reconstruction and furniture. Today, we choose seven homeless people to work as waiters and barmen. These people will be involved in an integration programme, which includes a couple of training modules and long-term coaching as well as guidance support.



Now we need support with topics such as business sustainability and obtaining and maintaining customers through various activities and events in our cafe DOBRE&DOBRÉ. Therefore, our special objectives to work on during the course of the ERSTE Foundation NGO Academy are the creation of a community space for a society where ordinary people encounter homeless people in other circumstances than before, in order to reduce their prejudices. The more, we want to secure income generation for the civic association Vagus, from which it will be possible to fund other projects. In addition, we would like to create a customer care programme, to obtain and maintain (long-term) customers and create an event concept to reach new target groups of customers. Finally, we want to create a sustainable social business.



### **Petra Kocjan – Learn 4 Life!**

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#### The Ypsilon Institute

In Slovenia, the gap between knowledge gained in the process of formal education and knowledge needed to succeed in the work market is big. All the activities of the Ypsilon Institute are aimed at empowering youth, so they can reach their potentials and become successful individuals on every possible field, contributing to society and changing it in a positive way.



The Goal of our project “Learn 4 Life!” is to offer an integrated, holistic solution for the gap between knowledge gained in the process of formal education and knowledge needed to succeed in the work market. The solution we propose consists of several modules that address different segments of the challenge we are dealing with. Target group of the programme are representatives of the generation Y from the age of 20 to 30 years. Over 20 lecturers will be included in working with young proactive people and will get the opportunity to share their knowledge with the generation Y.

Based on our research and observation youth needs to acquire more knowledge and competences in different areas, such as e-skills, finances, consultancy, project management, public speaking, marketing, (social) entrepreneurship, career planning, creative thinking, competences for grant applications and others more. Our programme therefore consists of modules such as “A whole new world” (personal growth, competences), “A foot in the door” (start-ups and lean thinking), “Build up your social network” (social network) and “Raise your hand” (public speaking).



### **Lejla Kusturica – Macademy**

#### Mozaik Foundation

Mozaik Community Development Foundation is a social enterprise that provides financial and advisory support to youth actions of common interest in communities of Bosnia and Herzegovina (BiH). Mozaik's mission is to identify, enable and accelerate development of young entrepreneurial talent in BiH. Mozaik helps mobilise communities while investing in skills, experience and support of the most promising youngsters – thus empowering them to reach their full potential.



In 2012, Mozaik has started drafting a new 10 year strategy. It was decided to maximally narrow our focus, so now we are becoming fully focused on youth, more concretely finding the ones who already have entrepreneurial spirit, offering support to achieve their full potential on one hand, and creating sustainable jobs together with them on the other. By 2025, Mozaik will create an army of outstanding youth entrepreneurs, a new empathic breed capable of creating sustainable jobs, to serve as role models to nearly 500.000 unemployed youth in BiH.

In order to meet our objectives we have decided to be the first ones to create a Social Entrepreneurship School for entrepreneurs embodying values based on social justice and innovation called Macademy. In the past months, a team of people has been working on creating a curriculum for the future Social Entrepreneurship School for young entrepreneurial individuals. The idea is to promote entrepreneurship with enhanced social integrity whose primary purpose is the maximisation of social and ethnic values, rather than profit. We want to teach our Macademy students a system of new values showing them that profit is not the biggest award of their work but rather social change that they spark by conducting their businesses.

Macademy will be organised in courses which are organised in modules tackling different topics. We will constantly assess whether our participants are entrepreneurs and if they have enough sensitivity for social justice to become social entrepreneurs. There will be also tailor made courses helping them work on their strengths and weaknesses. One chapter of the course is devoted to innovation and big ideas that might change the world.



### **Vladimir Lazovski – My Accessible Skopje**

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#### [Open the Windows](#)

The general objective of the project is to improve the accessibility of public spaces, public institutions and businesses in the city of Skopje.

The project will look into the issue of accessibility beyond physical access, which is often the prevailing, rather narrow understanding of the term. The specific objective is to provide an online information platform with participatory, reliable and real-time assessment of the level of accessibility of not only public spaces, but also public institutions and businesses in Skopje. This information platform will be designed to collect inputs from individuals with and without disabilities. It will contribute towards fostering citizens' participation in the efforts to improve the accessibility of the city of Skopje. Persons with disabilities are particularly expected to take active part in the accessibility assessment, which will raise their profile as active citizens and potential business customers. Additionally, part of the information, such as physical accessibility of schools and other public institutions, will be provided by state institutions.



The platform is going to feature an accessibility map of the city, which will be based on highlighting and promoting positive examples. The more, it will not only show the locations of accessible institutions and businesses, but will also be capable of guiding persons with disabilities using smartphones (or similar devices) to the nearest accessible restaurant or theatre, for example. At the same time, the to-be-created information platform will provide information on accessibility standards, as well as on consultants that offer services related to accessibility improvements. To further foster the project, annual awards will be given to the most accessible (and improved in terms of accessibility) public institutions and businesses. Media, social media and the web-platform will be used for their promotion, as well. This is expected to raise awareness of the need to improve accessibility.



### **Olesea Lujan – Rehabilitation centre for children with special needs**

CCF Moldova



In 2013 according to our Memorandum of Understanding with the Ministry of Health, CCF (Children, Community, and Family) /HHC stated the reform of the Balti Baby Institution (in the Republic of Moldova there are three such institution for babies from 0-7 years). After the service assessment, including the Balti Baby Institution and 11 other counties from the northern part of the country, it became clear that a group of children were neglected from all points of view: medical, social and access to rehabilitation.

In the respective part of the country there are no rehabilitation centres for children with special needs, so that neither families nor children can receive the necessary assistance and rehabilitation according to their disability. The only existing services for children with special needs are several day care services, which are almost all located in (or around) Balti. In this situation, many families with children with special needs do not have the financial means to travel from one county to another for rehabilitation every day (it is too expensive for them). As a result, many of the children are isolated, leading to negative decline on all aspects: cognitive, social, communication, motor and self-care abilities and skills.

Hence, our project is the creation of a rehabilitation centre for children with special needs in the northern part of the country as well as the development of day services according to the children's and families' needs. Since the rehabilitation centre will not be as far away as most centres are right now, it will be possible for children to stay with their family (instead of being send to residential homes) and still get the help they need. Another goal of the rehabilitation centre will be to learn or to improve parents' abilities to manage the situation of their children.



### **Ana Măiță – Billboards for Good (BB4G)**

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#### Mothers for Mothers

For most NGOs advertising is a big issue because they need to be visible but cannot afford conventional advertising. The problem becomes evident looking at some figures. Only 10% of Romanians are able to name a single NGO and its respective cause. Only 10% of Romanians have ever seen any informative materials about NGOs. Only 5% of Romanians say they trust NGOs. Over 80% of NGOs say they cannot afford to promote their activity. Over 80% Romanians say they have a positive opinion about outdoor publicity which they consider useful, informative and relevant in real-life situations. There are more than 1,000 billboards in Bucharest alone but less than 1% is being used for social campaigns.



We, therefore, wanted to find a cheap and sustainable space for promoting small and medium sized NGOs and Social Businesses to the general public. We searched for advertising space that was already there, and found many outdoor ads (big billboards, mini-billboards, public transport billboards) of which about 30% were blank and not in use.

We talked to an outdoor Advertising Agency that owns and manages outdoor advertising spaces and asked them about the white billboards. They told us that they have gaps between paid commercial campaigns so the billboards remain unused for variable intervals of time. So we asked them: would you host a social campaign banner on one of those blank billboards for free until you start the next commercial campaign? They said YES provided the NGO pays for the graphic design, the production of the print and for the mounting of the print on the billboard. We would have to pay less than 100 Euros for a 3x2 m billboard located in the very centre of Bucharest for at least a week (we do our own graphic design and do not have to pay a graphic design agency to do it for us).



### **Andreea Pătru – Development of the Romano ButiQ Cooperatives**

#### Romano ButiQ Association

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In an increasingly mechanised economy, crafts that require manual labour have lost their popularity but not their significance. In our objective of social and economic integration of the Roma people, in Romania and Europe, the sustainability and scalability of the community cooperatives is an important factor. They can provide the proper foundation for the Roma craftsmen to build their future themselves, creating a direct link with the buyers of their products and giving them the possibility to promote themselves and fight against their discrimination.



We want to bring the traditional Roma craftsmen in the labour market providing a frame where they are able to use their skill, heritage and passion and thus provide for their families and insure that the community has the positive examples they thrive for.

Through the “Development of the Romano ButiQ Cooperatives” initiative we are planning to bring together Roma craftsmen, designers, activists and business experts and preserve a part of Roma cultural heritage, while creating new jobs, bringing on the market new beautiful quality products and respecting the principles of sustainable development, fair trade and inclusive supply chain.

In the course of this project, at least eight cooperatives will receive new machinery and/or raw materials in the next year in order to boost their productivity and create new prototypes. The more, we will develop at least two new products for each type of raw material (cooper/brass, aluminium, wood, iron, wicker, hazelnut-tree, leather, silver textile). That means a total of 16 new products on the market by June 2015. Finally, we will have a new online store and a series of events dedicated to promoting the products, the people behind the products and the manufacturing process.



### **Reka Primuszne-Sara – Aims and tasks of “Creative Team”**

Shelter Foundation

At the moment, we do not have a clear understanding of the aims and goals of our creative (interteam) team as well as of additional work such as fundraising, communication, organising events, creative work, involving volunteers etc.

However, it is necessary to define our tasks and responsibilities as well as time frames and budgets. We therefore need to make our aims and goals understandable and to show benefits for other teams in order to get support and involvement throughout the organisation (“lead project”: “We are 25!”). We want to define our understanding of the word “success” and increase support and motivation of our staff.

We therefore need to build a feeling of belonging to the organisation and enable deep bonding to the brand and organisational knowledge. We want to show where we come from, who we are and where we want to go.

One of the ways we want to do this is by organising the events of the 25<sup>th</sup> anniversary of our organisation, which could help to find some point in restructuring and reorganising inner systems in the organisation. During this process, we also need to find out the working method, aims and support of our “creative team” as part of an internal innovation management process.





### **Kushtrim Puka – NEXT StartUp Accelerator**

#### Forum for Civic Initiatives



Kosovo features an emerging economy, accompanied by high unemployment (45%), high dependency on international donors and remittances from diaspora, and a poor business-enabling environment. The Kosovo Government has failed to provide an efficient support mechanism that would ensure a sustainable development for start-ups and small businesses, which would help them become more efficient in their operations, offer more qualitative products and services and generate local employment.

A start-up accelerator would serve as a one-stop-shop or a hub, which interconnects all relevant resources and professionals, needed to build a sustainable start-up. This will be the first accelerator of its kind in Kosovo, tailored to support tech start-ups and social enterprises, through a triangular approach in terms of funding support and free access to trainings, incubators, expert advisors etc.

The NEXT Start-up Accelerator provides a unique solution to the problem stated above, by identifying visionary entrepreneurs and helping them to develop innovative tech start-ups and social enterprises, which are socially-responsible, based on local resources, and have a high potential for creating new jobs. The innovative accelerator design provides for a clear path in terms of financial self-sustainability in the near future.

The NEXT Start-up Accelerator will introduce an innovative approach to funding, which we believe will substantially increase the potential for success of the funded business ideas. The triangular approach will bring together a combination of grant funding (45%), investor funding (45%) and self-funding (10%). This strategic co-funding approach significantly reduces the risk of all parties involved, provides the entrepreneur with strategic partnerships, and enables more start-up funding to be raised in total. The NEXT Start-up Accelerator will retain a 10% equity stake on every investment, while each funded start-up will commit to payback 5% of its gross revenues annually to the NEXT Start-up Accelerator once they become profitable. These funds will be used proportionally to fund future start-up investments and to be given back to community initiatives through FIQs Small Grants Programme.



### **Irina Sorescu – MamaPan**

CPE – Centrul Parteneriat pentru Egalitate

The MamaPan project is a business idea to produce handmade bread and special bread products (low/no sodium bread, whole flour bread, gluten free bread, bread fit for different diets and food intolerances) in wood ovens, entirely using natural ingredients, in Bucharest.



MamaPan provides learning and employment opportunities for two of the most vulnerable categories of women: unemployed single mothers and unemployed women over 45. In Bucharest, 1,840 women receiving financial support for single parent status are registered. This financial support is provided for those single parent families whose total income is less than 140 EUR/month per family member. Also, 3,500 women over 45 years old are registered as unemployed with no financial support.

MamaPan means nine new working places for vulnerable women (6 women who will be part of the production team, out of which 4 will benefit, during the initial phase, of qualification training as baker, 2 women selling the products, 1 woman distributing the products).

MamaPan is created as a system of providing support at the community level, offering flexible work hours to the employees, as well as child care options (the work will be organised in shifts and, upon their availability, women will take turns in caring for the children. Moreover, the project will develop a component of involving volunteers in distributing the products. Out of the total production, a certain percentage will be distributed free of charge to vulnerable single-parent families.

As the specific market we are approaching is underdeveloped, there are not many competitors to take into account. There is a lack of affordable products for people who want to eat healthy, avoiding preservatives and unhealthy compounds as well as a lack of affordable products that observe health-related restrictions of customers, particularly diets and food allergies.



### **Tamás Simon – Hospice prison officers and inmates**

#### Open Doors Association

Hospice care is a type of care and philosophy of care that focuses on the palliation of a terminally ill or seriously ill patient's pain and symptoms, and attending to their emotional and spiritual needs.

The hospice department of the Markhot Ferenc Teaching Hospital and Clinic provides palliative care (palliative therapy) for end-stage cancer patients. They help in excruciating pain and the physical and psychological discomfort elimination, so that patients can live a dignified life, in the last moments of their life.

The department tries to provide/organise as many programmes for the patients as possible. Unfortunately, their budget is very low. The hospital owns a small, 200 m<sup>2</sup> garden just for these patients besides the building. Unfortunately, the garden is in a very poor condition and neglected.

Our association is planning a programme based on three pillars. First, the inmates and the staff members of the Heves County Remand Prison will participate in volunteer work. The workers of the hospice department will arrange a 2-day-training to acquire the basic rules and techniques how to treat patients. Secondly, the staff members of the prison will renovate the park of the hospital with volunteer work. They will work in the garden, plant flowers and renovate benches. After the renovation, the patients will be able to spend time with their visitors and enjoy the nice weather in the garden. The more, inmates will tell tales for the patients, which can be a way to heal some of the psychological wounds, and can help to better cope with the situation, with the repressed feelings.

We believe that our programme will help everybody involved. It will help to develop the inmates' responsibility, personality and self-respect. They will be able to show that they are still valuable members of society. The staff members will be able to see life situations from another perspective. We hope they will be more sensitive towards inmates. The patients will gain help through the final days of their lives. The hospital will have valuable programmes for the patients and a renovated garden for free.





### **Reinhold Tritscher – Security and Expansion Programme**

#### Theater ecce

The ecce theatre is a Salzburg association of theatre artists aiming at dealing with the theatre in a literary, aesthetic, musical and socio-political sense, filled with passion and emphasis on the physical. Theatre ecce deals with socially relevant topics, encourages dilution, i.e. loss of boundaries between professionalism and disability. The focus is not on involvement in the social sphere, but on indicating the possibility that marginalised groups can make a significant contribution and be integrated into professional operations. While we won many prizes and awards, high social recognition and reputation, we still face a precarious financial situation.



We have been realising theatre projects in social fields, often with great self-exploitation of all the participating artists and employees for the last 18 years. With our current basic structure however we cannot reap the fruits of our labour, because we lack capacity. We urgently need durable personnel as spatial infrastructure in addition to the existing project funds. In addition, our successful international collaborations pose new challenges that can no longer be handled without sufficient infrastructure. We currently lack the capacity to organise tours, to sell more tickets and additional performances, to realise high-quality marketing activities, to take care of our circle of friends, to raise additional funding, to find new sponsors, to expand our activities, etc.

We therefore propose a project to secure and expand the activities of ecce theatre. More concrete we need to hire personnel for four permanent jobs: artistic and managing direction, assistant to the artistic direction, commercial management, and technical director. The more, we need to find a location featuring four workstations, a theatre rehearsal room, a foyer, dressing rooms, toilet facilities and a storage room. This facility needs to be accessible by public transport (in the city centre of Salzburg) and for people with disabilities. In order to expand our activities we want to strengthen our touring activities and show plays more often (to increase the number of spectators and reach new audience). Additionally, we want to look for new international cooperations and new funding opportunities such as EU grants and foundations. Finally, we are planning a fundraising campaign to better our financial situation in August 2014.



### **Angelika Vanek-Enyinnaya – Sponsor a Swallow**

#### **Die Schwalbe**

The peer-run initiative “Die Schwalbe” (The Swallow), founded in 2008 by two ex-patients of the psychiatric clinic Sigmund Freud Graz/Austria, is a relatively young organisation in the social-psychiatric field in Graz/Austria. The association is offering housing accommodation for women with psycho-social problems after being as an in-patient in a psychiatric hospital. The residence functions as a temporary housing solution (1-3 years) until the women feel strong enough to start a self-determined life in their own apartment.



Although a lot of experts supported our idea and were encouraging us to start the initiative, the authorities were very sceptic and hesitated to give us grants. Another problem is that our project does not fit into the Styrian law for handicapped, so that we are not qualified to get daily fees from the authorities for each woman who stays in our house. This means that at the beginning of every year we have to apply for project grants at the respectively responsible department of the Regional government of Styria and the City of Graz, not knowing whether our applications will be accepted or not.

In order to better our financial situation, we propose a fundraising project aiming at raising enough money to survive the first months of the year (before grants arrive). The more, we want to find donors who are willing to pay a certain amount of money every month to secure incomes. Finally, we aim at being less depended on grants in the future.

Our fundraising campaign will include a garden party on 13th June 2014 were a donation rally will take place. There, donors can set up direct debit donations, donate money for heating costs into a “petrol can” or “oil drum” drop box, buy LED bulbs, plaids, pillows, a water boiler or secateurs for us, participate in a tombola or buy some of our homemade products such as jam and syrup. Additionally, we plan on installing a facebook page to address (potential) donors, update our homepage and promote “Die Schwalbe” and our fundraising campaign through Adele Neuhauser, a local celebrity.



## **Tamara Žakula Desnica – Ambassadors of nonviolence**

### Tic

The project "Children - Ambassadors of nonviolence" is performed in the home for children "Tic" Rijeka („Tić“) since 2008. The main objective of the project is to involve children as equal and active partners in promoting the rights of children, their protection and the prevention of all forms of violence against and among children.



Ambassadors of nonviolence are students of elementary schools who participate in educational activities in the "Tić" and act in their schools. The role of the Ambassador is to promote children's rights and obligations, remind students of their schools and the public of the problem of violence against and among children, and encourage children to take their own initiative and available measures to protect their rights.

Ambassadors are elected for two years and participate in a series of educational activities organised by "Tić" (educational quizzes, focus groups, debates, workshops and active participation in a number of the expert panel discussions and press conferences) during that time. These are substantially adapted to their age and related to issues of significant violence against and among children. The final values of the ambassadors are activities that they encourage in their schools and thus contribute to the prevention of violence against and among children.

The project is being evaluated on a regular basis and receiving very good feedback. We therefore want to expand the project. Hence, we should intensify publicity and visibility of the project with emphasis on its benefits, in the wider area in Croatia, through a number of measures. In September, we will celebrate the fifth anniversary of the project. The event will take place at the City hall and school representatives and other partners involved in the project, potential new partners, and donors, ministers of the Ministry of Social Welfare and the Ministry of Education, City mayor and County prefect will be invited. The more, we are preparing a booklet about 6 years of ambassadors' activity, which will be shared with all partners and guests at the fifth anniversary. We will also continue and intensify the current practice of including ambassadors in public events and activities and encourage their distinctive outlook (shirts, hats, badges). Additionally, we will choose an adult ambassador who is very well known and popular to promote our project, make a short film about violence, look for project partners in small towns who are willing to implement the project and educate professionals and give them the existing materials, workflows, evaluation lists.



### **Frank Zlatař – Employment Network for Immigrants**

Slovenska filantropija

Our project aims to address the problem of unemployment among immigrants in Slovenia through networking with the business sector.

Immigrants are often poorly socially included and without formal education but often possess practical knowledge and skills. Throughout the project, we will establish partnerships with businesses and artisans in Slovenia in order to develop a network of businesses that support diversity management in their own organisations as well as to create a programme of mentoring and coaching for immigrants.

The expected results of these actions are a better economic situation of immigrants in Slovenia, a higher level of social inclusion of immigrants and changes in norms and attitudes of Slovenian business sector towards diversity management and particularly to immigrants. Our goal is to develop criteria for a Certificate of Multiculturalism for businesses and actively include ten businesses in the network in the first year. On the other hand, we will also include ten immigrants in the programme of mentoring and coaching and strive to achieve their employment in the first year.

Slovene Philanthropy is a humanitarian organisation operating in public interest since 1992. Our programmes aim at increasing the quality of life in community and advocacy for the socially weak. Our Migration Programme was established in 1994. In our previous activities we addressed the problem of weak social inclusion of immigrants in Slovenia. Nevertheless, our activities remained largely focused on information, defending the rights of the immigrants, psychosocial assistance, humanitarian aid, guidance and empowerment. This project represents an upgrade of our previous activities.

We already activated a group of immigrants from Afghanistan who prepare traditional Afghan food for events organised by our organisation. At the beginning of the project we will prepare the profiles of the immigrants and produce video material about their work and products. We will also organise an event where immigrants will get a chance to present their knowledge and products to businesses.







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